



Kirana Club | Product & Growth Intern

Role: Product & Growth intern

No. of Rounds: 4

Duration of Hiring Process: ~3 days

Interviewee name: Harsh Shrivastava

ROUND 1 – THE EXPLORATORY HR CALL

This was the initial screening round, a 30-minute telephonic conversation with a member of the HR team.

Interviewer: Could you please introduce yourself, tell me about your current role, and what you do there?

Candidate: "Certainly. I'm Harsh Shrivastava, a final-year Computer Science student with a deep passion for building products that solve real-world problems. Currently, I am a Product Management Intern at PM Ready, a startup focused on preparing aspiring PMs for their careers. In my role, I've been heavily involved in the foundational stages of their MVP."



My responsibilities include conducting comprehensive market and user research to identify key pain points of our target audience. Based on these insights, I helped translate user needs into product requirements. A significant part of my role has also been to drive user growth and engagement for our LinkedIn channel. I strategized and executed a content plan focused on product management topics, which successfully improved our channel's visibility and community interaction."

Interviewer: Do you have any experience with usability testing or UI/UX principles?

Candidate: "Yes, absolutely. While I don't have formal industry experience as a UX designer, my product management training has equipped me with a strong foundational knowledge of UI/UX principles. I have completed several academic and personal projects where I conducted end-to-end UX analysis of popular apps. This involved mapping user flows, creating wireframes, and evaluating interfaces against established usability standards like Nielsen's Heuristics. I understand the importance of user-centric design and how systematic testing is crucial to identifying friction points and improving the overall user experience."



General discussion about the role and my expectations.

The HR representative explained the day-to-day responsibilities of a Growth Intern at Kirana Club, which involved analyzing user data, identifying growth levers, and collaborating with the product team on new initiatives. I asked questions about the team structure and the kind of mentorship I could expect, and I expressed my enthusiasm for working in a fast-paced B2B environment focused on a unique user segment like Kirana store owners.

The call ended on a positive note, with the HR representative informing me that I would receive a take-home assignment that I needed to complete within 24 hours.

ROUND 2 – THE TAKE-HOME ASSIGNMENT

This was the most substantial part of the process, designed to test my practical product skills, attention to detail, and strategic thinking. The assignment had two parts: a detailed usability test of the Kirana Club app and a forward-looking product strategy proposal.



Part 1: Usability and User Flow Analysis

Problem Statement:

Interviewer:

"Explore the commerce module and purchase journey on the Kirana Club app. Record your findings in the provided Google Sheet Template. Your assessment will be based on how many bugs or improvements you report and the quality of your observations: Do you catch both obvious and subtle issues? Do you show judgment in what you flag? Do you think like both a tester (detail orientation) and a PM (impact orientation)?"

Candidate: To tackle this, I adopted a structured approach. First, I created a clear user persona: Rajesh, a time-crunched Kirana store owner in a Tier-2 city whose primary goals are efficient restocking and maximizing profit margins. I then mapped out a realistic, end-to-end user flow that tested multiple facets of the app, from product discovery to error recovery.

Nielsen's 10 Usability Heuristics guided my analysis. For each step in the user journey, I documented my expectation versus the experience. This method allowed me to systematically identify and classify issues.



Part 2: Product Thinking and Strategic Vision

Problem Statement:

Interviewer: "At the end of your sheet, write in under 200 words: One bold idea that could practically change how Kirana shopkeepers use the purchase journey or Commerce on Kirana Club."

Candidate: My Approach and Solution: Moving beyond incremental fixes, I proposed a strategic feature called the "Kirana Club Hyperlocal Hub." This idea aimed to leverage Kirana Club's core strength—its community—to solve the deepest pain points of small retailers: poor bargaining power and inefficient logistics.

The concept was to enable retailers within the same pincode to form AI-optimized group orders. By consolidating their demand, they could collectively unlock bulk discounts that are normally inaccessible to them. The "Hub" would be a local partner or a designated store that receives the single, consolidated delivery, from which last-mile distribution could be optimized. This feature would transform the solitary task of restocking into a collaborative, data-driven, and financially empowering community action, creating a powerful competitive moat for Kirana Club.



ROUND 3— ONLINE ASSESSMENT

After submitting the assignment, I was invited to an online assessment on a proctored platform. It was divided into two parts.

Part 1: General Aptitude:

This section consisted of about 15–20 MCQs covering logical reasoning, quantitative aptitude, and data interpretation. The main challenges were the time constraint and negative marking.

● Sample Question 1 (Quantitative): A product's price is increased by 25%. By what percentage must the new price be decreased to restore it to the original price?

○ Answer: 20%

● Sample Question 2 (Logical Reasoning): If REMOTE is coded as KYSPGS, how is BRAND coded?

○ Answer: ZOCPH (The pattern is to subtract a number from the letter's position, increasing with each letter: R–7=K, E–6=Y, M–5=S, etc.)



Part 2: Excel Assessment:

This section tested practical data analysis skills using Excel formulas. The problems were framed like SQL queries but had to be solved within a spreadsheet.

● Sample Problem 1: Given a dataset of sales with columns OrderID, ProductID, ProductName, and SaleAmount, and another table with ProductID and Category, find the total sales for the "Snacks" category.

○ Solution: Using a combination of VLOOKUP to bring the Category into the sales table and then a SUMIF or a Pivot Table to calculate the total sales for the "Snacks" category.

● Sample Problem 2: Given a list of customer orders with CustomerID and OrderDate, identify all customers who have placed more than 3 orders in the last month.

Solution: Using COUNTIFS to count orders for each CustomerID within the specified date range, and then filtering for counts greater than 3



ROUND 4— FINAL INTERVIEW WITH PM

The final round was a 60-minute video call with a Product Manager from Kirana Club. It was a mix of behavioral, assignment-related, and case-study questions.

Interviewer: So, Harsh, tell me about yourself and your background. And why Product Management?

Candidate: I gave a similar introduction as in the HR round but focused more on my "why." I mentioned, "I've always been drawn to mathematics and problem-solving. While I enjoy the technical challenge of coding, I realized I'm most passionate about understanding the 'why' behind the product—the user problem we are trying to solve. Product management feels like the perfect intersection of my analytical skills, my technical background, and my desire to create value by deeply understanding user needs and business goals."

Cross-Question: Quick Math Test



Interviewer: "You mentioned you like mathematics. Let's try a quick one. If 5 PMs can review 50 PRDs in 5 hours, how long would it take 10 PMs to review 100 PRDs?"

Candidate: "It would still take 5 hours. The calculation shows that one PM reviews 2 PRDs per hour ($50 \text{ PRDs} / 5 \text{ PMs} / 5 \text{ hours}$). So, 10 PMs would review 20 PRDs per hour. To review 100 PRDs, it would take them $100 / 20 = 5$ hours."

Interviewer: Let's talk about your assignment. You flagged the lack of a unified cart as a PO issue. However, platforms like Zomato and Swiggy also don't have a unified cart for different restaurants. Why is it so critical for Kirana Club?

Candidate: "That's a great question. The key difference lies in the user's core job-to-be-done. On Zomato or Swiggy, a user is ordering a single meal from a single restaurant for immediate consumption. The logistics are point-to-point and independent for each order. However, the Kirana Club user is a business owner conducting a single, consolidated restocking task. Their goal is to fill their inventory from multiple brands/distributors in one go. For them, separate checkouts mean fragmented order management, complex inventory tracking, and dealing with multiple deliveries. It breaks their workflow. Therefore, for the B2B use case of restocking, a unified cart isn't a nice-to-have; it's fundamental to providing an efficient and seamless user experience."



Interviewer: Your 'Hyperlocal Hub' idea is ambitious and could add a lot of operational complexity. How would you test this as an MVP without building the full AI-driven system?

Candidate: "I agree, a full-scale rollout would be complex. For an MVP, I'd focus on validating the core hypothesis: will retailers collaborate to get better pricing? I would start manually in a single pincode. We could use a simple WhatsApp group or a basic in-app feature to announce a 'Group Order of the Week' for a few high-demand products.

We would manually calculate the bulk discount and coordinate the delivery to a single participating Kirana store that acts as the temporary 'hub.' The goal isn't to perfect the logistics but to measure engagement and see if retailers are willing to participate in this new buying model. If the core behavior is validated, we can then invest in building out the technology."

Interviewer: Here's a case study for you. We're an online shoe company. Last month, we spent ₹1,00,000 on an ad campaign. The ad generated 1,000,000 impressions and 10,000 clicks. Of those, 1,000 users added a pair of shoes to their cart, and 200 completed the purchase. Each pair costs ₹500, and customers only buy one. Our revenue from this campaign was exactly ₹1,00,000, meaning we broke even. Your goal is to 2X our revenue to ₹2,00,000 with the same ad spend. What would you do?



Candidate: "Okay, the goal is to double the number of buyers from 200 to 400. First, I'd break down the conversion funnel to identify the biggest leaks:

- **Impression to Click (CTR):** $10,000 / 1,000,000 = 1\%$
- **Click to Add to Cart:** $1,000 / 10,000 = 10\%$
- **Add to Cart to Purchase:** $200 / 1,000 = 20\%$
- The biggest drop-off is from Add to Cart to Purchase (80% drop-off), followed by the Click to Add to Cart step (90% drop-off). I would prioritize improving these two stages
- **To improve the Add to Cart to Purchase rate (from 20%):**
- **Simplify Checkout:** Introduce a guest checkout option, reduce the number of form fields, add more payment options.
- **Build Trust:** Display security badges (like Norton, McAfee) and clear return policies.
- **Create Urgency:** Implement cart abandonment emails or push notifications with a small, time-sensitive discount.
- **To improve the Click to Add to Cart rate (from 10%):**
- **Optimize the Landing Page:** Ensure the page loads quickly, is mobile-first, and the product showcased matches the ad creative perfectly.
- **Add Social Proof:** Display customer reviews, ratings, and testimonials prominently.
- **Clear Call-to-Action:** Make the 'Add to Cart' button highly visible and compelling.

By focusing our efforts on fixing these major leaks in the funnel, we can work towards doubling our final conversion number."



Interviewer: You seem very interested in AI from your assignment. How do you use it in your daily life? And would you ever consider shifting to a core AI role instead of a PM role?

Candidate: "I use AI tools like ChatGPT regularly as a thinking partner. It helps me structure my thoughts, learn complex topics quickly, and brainstorm different approaches to a problem. Regarding my career path, while I'm fascinated by AI technology, my passion truly lies in the 'what' and the 'why,' not just the 'how.' I want to be the person who identifies the user problem and decides what we should build to solve it."

CONCLUSION & FINAL RESULT

A few days after the final interview, I received an email from HR with an offer for the Product and Growth Intern position. The entire process was rigorous and well-structured, giving me a clear insight into the company's product culture and the challenges they are solving.